

**ADMINISTRATIVE CAPACITY, INFRASTRUCTURE DEVELOPMENT AND
MAINTENANCE (ADMIN) WORKING GROUP (WG)**

Perot Systems Scituate, MA

9:00am to 4:30pm

4 March 2004

MEETING SUMMARY

ACTION: Upcoming Meetings

Next meeting is schedule for Wednesday, May 5.

ACTION: Friends Group Articles and By-laws

Paula Jewell of the Mass Bays Program is to provide the WG with a copy of the articles and by-laws used in the establishment of her organization's Friends Group.

ACTION: Questions Regarding Friends Group

If WG members have additional questions regarding the establishment and operation of a Friends Group, the questions should be emailed to Nathalie Ward who will then forward the questions to Jewell. Jewell will provide answers to the questions via email and Ward will present them at the next meeting.

ACTION: Florida Volunteer Action Plan

Mary Enstrom will provide WG members with copies of the Florida Keys National Marine Sanctuary Volunteer Action Plan.

ACTION: Working Group Objectives

The WG requested the opportunity to review the Action Plan objectives developed by the other 11 WGs. Understanding these objectives will allow the ADMIN WG to be more specific when developing strategies for the draft ADMIN Action Plans. Ward is to determine when other WGs are scheduled to have their Action Plans and objectives completed.

ACTION: Rationale Development

David Clapp and John Bullard to develop rationales for the partnership of SBNMS with a private non-profit organization and the establishment of a professional volunteer group to be responsible for the development of strategies to produce revenues for SBNMS programs and activities.

ACTION: SBNMS Volunteer Program Development

Enstrom and Dan Morast will collaborate to develop a strategy for the development of a SBNMS Volunteer Program.

ACTION: Model Action Plans

Ward to provide the WG with model Action Plans to help the WG with the development of the draft ADMIN Action Plans.

ADMIN WORKING GROUP MEMBERS: (March 4, 2004)

Name	WG Seat / Affiliation	Attendance
Dick Wheeler	WG Chair – SAC	Present
Nathalie Ward	WG Team Lead – SBNMS	Present
Susan Dowds	Museums & Aquariums – New England Aquarium	Present
Lisa Reed	Museums & Aquariums – Mystic Seaport	Not Present
David Bergeron	Business Associations – MA Fisherman’s Partnership	Not Present
Greg Ketchen	Business Associations – Gloucester Community Development Corp	Present
Dan Morast	Conservation – IWC	Present
Maggie Geist	Conservation – APPCC	Not Present
David Clapp	Conservation – Mass Audubon	Present
Stephanie Murphy	Education & Research – WHOI	Present
John Bullard	Education & Research – Sea Education Association	Present
Robin Peach	Government – Mass Environmental Trust	Present
Steven Tucker	Government – Cap Cod Commission	Present
Technical Advisors		
Lori Aguelles	NMSF Technical Advisor	Not Present
Mary Enstrom	NMSP Technical Advisor	Present
Paula Jewell	Mass Bay National Estuary Resource Program Technical Advisor	
Kathie Abbott	Island Alliance Technical Advisor	Present via Phone
Others Present		
Craig McDonald	SBNMS	

WELCOME, INTRODUCTIONS, AND ADOPTION OF AGENDA

Dick Wheeler welcomed WG members. Wheeler requested approval of the 4 March Agenda and the 21 January Meeting Summary; motion was made to accept both items without further revision.

OLD BUSINESS AND ACTION ITEMS

At the 21 January WG meeting Susan Dowds was charged with investigating the use of interns, graduate students and Post-Docs at other National Marine Sanctuaries. The following sanctuaries were contacted:

- Channel Islands NMS
- Farallones NMS
- Grays Reef NMS (Sapelo Island, GA)
- Hawaiian Island Humpback Whale
- Monterey Bay NMS
- Olympic Coast NMS (Olympic Peninsula, WA)
- Thunder Bay NMS (Lake Huron, MA)

As a result of her discussions with each Sanctuary, Dowds reached the following general conclusions :

1. Interns are fairly common. Some are paid, some are doing it for the experience, some receive only a small stipend. They are usually undergraduates, sometimes graduate students. Many pay their own living costs; some receive a little assistance from the Sanctuary.
2. Good interns seem to be all-purpose—they need supervision and guidance, but they can be real generalists, dealing with a variety of projects ranging from developing a program for minority students to participating in management plan review to starting a small-boat building program. A good intern program can be very productive.
3. Graduate students and post-docs in research are also pretty common; sometimes they are paid by their own sending institution, sometimes by the Sanctuary. Only one Sanctuary reported that senior scientists had been involved.
4. Payment mechanisms include: NOAA contracts; giving funds to the institution that is providing the interns or grad students; using self-funded grad students and providing a bit of their living costs (or not); and using the Sanctuary 501©3 to pay the interns or grad students.
5. Collaborations and relationships with nearby institutions seem to be the basis of most intern or graduate student arrangements.
6. Most people thought it would be great if the NMS Foundation could fund interns, but also thought the Foundation has too much on its plate as it is.

Details of specific Sanctuary discussions have been included as Appendix A.

NEW BUSINESS

Article: Is Stellwagen Bank About to Foreclose?

Clapp provide WG members with a copy of an article published in the Cape Cod Times by Gibb Chase entitled “Is Stellwagen Bank About to Foreclose?” Clapp was interested in the WG’s reaction to the article as well as the Sanctuary’s stand on the article’s statements. Craig McDonald addressed the WG’s questions and concerns regarding the article’s content noting that it was written based solely on the author’s personal opinion. He also reminded the group that the Sanctuary established the 12 WGs to address the very issues raised by the author.

One of the greatest concerns raised by WG members is that the author of this article is currently a SAC member and is specifically referenced as being a “consulting scientist of the Stellwagen Bank National Marine Sanctuary, a senior planning team member, and a wildlife biologist for the U.S. Fish and Wildlife Service [(USFWS)].” WG members feel that not only do these associations make the Sanctuary look bad but it also gives the impression that Gibb’s opinions are also that of the USFWS. McDonald explained to the WG that that Gibb has the right to voice his opinion, however, only as an individual and not while wearing a “Sanctuary hat.” McDonald agrees the Gibb’s association to the Sanctuary and the USFWS within the context of this article are inappropriate. McDonald will address this issue with Gibb and ask that he clarify and correct the articles inaccuracies.

Friends Groups

Massachusetts Bay National Estuaries Program

The Deputy Director of the Massachusetts Bay National Estuaries Program, Paula Jewell, was invited to attend the WG meeting to share her experiences in establishing a Friends Group for her organization.

The following highlight the key points of the WG's discussions with Jewell.

Why Massachusetts Bay National Estuaries Program Needed a Friends Program

Jewell highlighted the following as reasons for the establishment of her Friends Group:

- The program was constrained due to their lack of authority to request funds.
- The program could not talk to legislature.
- Program outreach projects and materials had to be run through a lengthy chain of command and series of approval processes that often caused the overall message and purpose to be lost.
- The program needed to establish a direct link to funding and resources.

The Key to Establishing a Friends Group

To establish a successful Friends Group the program/agency must consider the following:

- Potential for Competition – If structured incorrectly, a Friends Group/Non-profit can actually work against the program/agency it is attempting to assist by creating a situation where the two entities are in direct competition with one another for federal funding opportunities.
- Mission Alignment – The program/agency should be very closely involved to ensure that mission statements of both entities are closely aligned.
- Mutual Benefit – The fundamental challenge in establishing a Friends Group is developing a plan that benefits both entities. The key to accomplishing mutual benefit is to create the group in incremental stages that will allow ample time for transition and adjustment. In addition, groups tend to be more successful if they are project oriented and focused on accomplishing a common goal.
- Group Structure – It is important to determine early on if the group will be membership driven or private-closed. There are advantages to both structures; however, membership driven groups require more commitment on the organizations part. Not only will the organization have to solicit members and but members tend to expect something in return for their involvement (e.g., letters, websites etc.) that will have to be developed and managed by the organization.

The Benefits Associated with Establishing a Friends Group

The 2 key benefits to creating a Friends Group is its ability to increase funding opportunities from sources such as corporate entities, as well as creating “brand identity” for the organization. Brand identity not only helps eliminate competition with other entities but contributors are also given security in the fact that the money they donate will go to a known cause.

How Should SBNMS Begin to Explore the Friends Group Option?

SBNMS already has a connection with the non-profit organization IWC on which a Friends Group foundation could be built. Other options should also be explored at both the national and local levels. It was noted that Friends Groups have been more successful when connected with a local entity as people have a closer identification to local organizations and local organizations have more power with the local communities when lobbying for funds. In addition, national organizations may not be as responsive to local needs. However, if a national organization is preferred it is recommended that it have a strong local presence. SBNMS should also contact other Sanctuaries to help determine the best course of action, gain insight on potential issues, and receive recommendations on set-up strategies.

Boston Harbor Island Alliance

Kathy Abbott, the Commissioner of the Department of Conservation and Recreation and former Director of the Boston Harbor Island Alliance, joined the WG meeting via teleconference to share her experiences

in establishing a Friends Group for her organization. Specifically, Abbott shared her views on the pros and cons of establishing a Friends Group, as well as the lessons she has learned.

The following highlight the key points of the WG's discussions with Abbott.

Successes and Lessons Learned

The key to the success of the Island Alliance's Friends Group are its local roots and dedication to the protection of a local park resource. Having this local tie has made fundraising easier and more effective as donors are familiar with the area and like the idea of contributing something that will directly benefit their community. Abbott notes, however, that while the foundation of a non-profit or Friends Group should be local in nature, creating a tie to a national organization with similar goals and mission should be established. By linking to a national entity the group will have greater access to resources, materials, support, and technical assistance.

Types of Fundraising Available through the Establishment of a Friends Group

The following resources are available to organizations through Friends Group fundraising efforts:

- Corporate Money (both marketing and foundation dollars)
- Foundation Money
- High-end Downer Societies
- High-end Individuals

It is recommended that fundraising should initially focus on high-end individuals as these individuals could serve as founding board members.

Strategy for the Potential Establishment of a SBNMS Friends Group

The following strategy was suggested for the establishment of a SBNMS Friends Group:

- Develop content for the Sanctuary (i.e., establish the sanctuary's value to the community)
- Request seed money funding (e.g., a loan or grant that will be paid back) from the National Sanctuary Foundation to hire a local person to begin raising local awareness and interest in the SBNMS and begin establishing a board of directors.
- Apply for additional funding using the Sanctuary 501©3.
- Develop a strategic plan for the Friends Group to present to the National Foundation with the goal of presenting Stellwagen as a model program for other Sanctuaries to follow.

Volunteer Groups

Mary Enstrom, the National Marine Sanctuary Volunteer Program Manager and Program Coordinator for the Florida Keys NMS, was invited to attend the WG meeting to discuss her experiences with establishing and running volunteer groups.

The following are highlight the key points of the WG's discussions with Enstrom.

Volunteer Programs in the National Marine Sanctuaries

Enstrom is currently developing instructions for the establishment of a National Volunteer Program for all 13 Sanctuaries (the current draft of the National Plan along with a list of all of the current Sanctuary Volunteer Projects was provided to the WG for review and comment). The goal of the National Volunteer Program Plan is to develop a framework that can be made available to the sanctuaries as a guide that will allow the sanctuaries to have the flexibility to tailor the framework to their specific needs. Using this framework the federal goal for this program is to have to have one national volunteer coordinator, 3

supporting coordinators for each sanctuary region, and one local volunteer coordinator at each sanctuary site by the year 2010.

Volunteer Programs through Partnerships

When establishing a volunteer program in connection with a partnering organization, it is important to make sure the mission and goals of each entity and how they overlap are understood. Each group must also establish a “niche” in order to avoid overlapping efforts or counteractive strategies. In addition, it is important that each entity in the partnership is given equal credit for their accomplishments.

ACTION PLAN DEVELOPMENT

The ADMIN WG reached the following 2 conclusions:

1. SBNMS requires the assistance of a private non-profit entity that can generate and receive mission-based funds for the benefit of Stellwagen Bank. The partnership can be established with an existing local or national level entity or through the development of a new one.
2. SBNMS needs to establish its own volunteer coordinator and volunteer program to extract volunteers from key organization to generate funding and drive SBNMS based-programs and alliances. The primary sources for generating revenue for SBNMS include tourist resources; user fees, donors, functions and activities, mitigation, human resources (i.e., volunteers and interns).

Action Plan rationales will be drafted to address the above WG conclusions.

FINAL COMMENTS

The WG is concerned that they will not be able to successfully develop strategies to accommodate the needs and actions put forth by the other 11 WGs without a clear understanding of each group’s final objectives. Two recommendations were made to help resolve this concern 1) The ADMIN WG will develop a series of broad-based options; and 2) Make the ADMIN WG a permanent entity to establish strategies to address SBNMS needs as the Action Plans are address and management strategies are put into effect.

Meeting adjourned at 3:45 pm.



U.S. DEPARTMENT OF COMMERCE
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National Marine Sanctuary System
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**Administrative Capacity, Infrastructure Development
and Maintenance (ADMIN) Working Group**

AGENDA

4 March 2004

9:00 A.M. to 4:30 P.M.

Perot Systems

Scituate, MA

- 9:00 – 9:30 Welcome, Approval of Minutes, Adoption of Agenda, Old Business
- 9:30 – 10:30 Paula Jewell, Massachusetts Bay National Estuary Reserve Program
- 10:30 – 12:00 Volunteer Groups, Mary Enstrom: Technical Advisor
- 12:00 *Lunch*
- 12:30 – 1:00 Volunteer Group: Discussion
- 1:00 – 1:30 Report: *Florida Keys*, Sanctuary's Funding Mechanisms (Dan Morast)
Report: Innovative Funding Mechanisms in Other Sanctuaries: Interns, Post-Docs (Susan Dowds)
- 1:30 – 2:00 Foundations and 501C3: Kathy Abbot (Island Alliance)
- 2:00 – 2:30 Discussion: Continued
- 3:00 – 3:30 Strategy for Implementing Friend's Group—SBNMS Action Plan: Discussion
- 3:30 – 4:15 Branding: Sanctuary Visibility
SBNMS Fundraisers
- 4:15 – 4:30 Next Steps and Summary
- 4:30 Adjourn

APPENDIX A: Interns, Graduates Students, and Post-Docs at National Marine Sanctuaries (Recorded By Susan Dowds , New England Aquarium)

CHANNEL ISLANDS NMS

Chris Mobeley, Manager

Chris and I communicated by voicemail. Channel Islands makes use of undergraduate and graduate student interns from University of California; a few are paid. He said they need a better mechanism with the University for accomplishing the payment. They require guidance and mentoring, and so of course in that sense are not “free.”

FARALLONES NMS

Maria Brown, Assistant Manager

Maria and I communicated by voicemail—basically they don’t have an intern program, and only one graduate student from a local university working on research projects for the Sanctuary. She said they would like to have interns, but just haven’t done it yet. Since their program is small, I did not pursue further conversation.

GRAY’S REEF (SAPELO ISLAND, GEORGIA)

Becky Shortland, Planning and Outreach Coordinator

Becky said that they used an education intern from a local minority institution to develop programs for high school students interested in marine science as a profession. The Sanctuary identifies tasks first, and then seeks interns to work on them from various institutions in the region. Projects are mostly research related. The Sanctuary pays interns through its budget. The interns pay their living costs, although the Sanctuary, which is part of the University of Georgia system, can help direct them to campus housing. There will be one or two interns in summer 2004 from South Carolina, Georgia, or Florida.

HAWAIIAN ISLAND HUMPBACK WHALE NMS

Naomi McIntosh, Manager

The Sanctuary has four offices, three of which are more oriented to administration and management. One is a State office—the Sanctuary has a formal equal partnership with the State, which enables creative funding of projects that would ordinarily not be possible. The State has certain kinds of authority to place signage and do other activities that are also helpful. NOAA supports in full the State’s participation—this was written into the original contract.

The island business mentality has enabled an interesting partnership with a major Hotel chain that has been there for a long time; the Hotel provides gifts-in-kind of space and other amenities for conferences and workshops, in return for guidance in outreach to the chain’s customers. It is a very philanthropic relationship—they do not use the Sanctuary relationship for marketing, only to do their bit for the community. The NMS Foundation and the Hotel chain are the signees to the agreement for this arrangement, and all conditions of the relationship are spelled out in that agreement.

The Island of Oahu, which has 85% of the population, has the idea of having graduate students “on the horizon.” However, at this point, most involvement is volunteer. They do have students from the marine option program at the university of Hawaii who receive a monthly stipend (no living costs) and help manage the Sanctuary Ocean Count. They have had a Ph.D. candidate on a NOAA contract doing data analysis of the count; she is affiliated with the University of Hawaii and working in Alaska at the Alaska Sea Center.

The Island of Maui has its own Sanctuary education center, and a close relationship with a native Hawaiian group that is restoring an ocean pond. It has higher visibility and can attract people. They have what Naomi called a “mishmash” of involvement—a core of retired volunteers, a few student volunteers from the Maui Community College in the past. They have trained students from the University of Hawaii in research techniques to help with the research project SPLASH (an international cooperative effort); most of these are paid by another research project.

MONTEREY BAY NMS

Bill Duros, Manager

Karen Grimmer, Program Operations Coordinator

Bill said that they have used a couple of interns at a time, usually undergraduates, sometimes graduate students, to do a variety of supervised activities—helping with research, education, multicultural project with Hispanic population, management plan review. They would like to revive this program. These are both paid and unpaid interns from nearby institutions such as the Monterey Institute of International Studies. Karen noted that the multicultural project intern was paid through a NOAA grant.

They have also used post-docs hosted by Monterey Bay Research Institute (MBRI); the Institute pays, and they choose the project and the person together. They have used two such post-docs, each for a two-year period. Currently the Sanctuary is paying a bit of the current post-doc to help defray costs.

Occasionally they have given funds to another organization to have them hire someone to do work for the Sanctuary. Karen noted that the SIMON project—Sanctuary Integrated Monitoring—was funded by contracting four staff persons through the Monterey Bay Aquarium. That is, the Sanctuary gave the Aquarium money to hire the staff. This happened because the head of the Sanctuary research advisory committee is on-staff at the Aquarium.

Since I had her on the phone, I asked Karen about the efficacy of having a separate foundation, as the Sanctuary does. She said they handle so many accounts for the Sanctuary, she doesn’t know what they would do without it. It makes for ease of management, ability to cut checks without going through the contract process, and so on. They handle the SIMON funds, the Resource Protection Agricultural and Rural funds (non-point source pollution project), the National Ocean Science Bowl project, and others.

Bill and Karen both thought that supporting interns, grad students, and post-docs was not on the NMS Foundation’s A list, but that perhaps someday they might establish some kind of a scholarship fund. Karen said she thought they had too much on their plate.

OLYMPIC COAST NMS (Olympic Peninsula, WA)

Carol Bernthal, Superintendent

Olympic has had a program where students contact them who want to do anything from a one-week internship to a longer-term project. The School of Marine Affairs at University of Washington (Seattle, 2.5 hours away) sent two interns, one of whom did a policy overview of regulatory issues, and another that did her master’s thesis on a collaboration between the Sanctuary and the Olympic National Park.

Interns are usually unpaid, or receive a small stipend. Carol is talking with nearby Peninsula College about developing a more consistent program of internships and collaborations. Using a nearby community college also mitigates living costs. Sanctuary payment of any living costs by varies greatly depending on length of stay and the overall situation. Carol recently submitted a proposal to the NMS Foundation to fund basic living expenses for two or three summer interns.

Some longer-term student projects are done by contract between the student and the Sanctuary. Graduate students usually arrive with their own funding. Carol tried unsuccessfully to get the National program to fund some post-docs. There have been senior scientists who were retired or seeking a short-term project who have participated in research cruises.

THUNDER BAY NMS (LAKE HURON, MICHIGAN)

Jeff Gray, Manager

Thunder Bay is a new Sanctuary, with a focus on underwater archaeology and related cultural issues. They have a great deal of potential for use of interns, grad students, and post-docs. Thunder Bay NMS is equal partners with the State as well as with NOAA, since all the Lakes are State waters; their new Visitor Center will be funded in part by the State.

In 2003 they had a very productive undergraduate intern from the University of Michigan, who lived on her sailboat and was paid indirectly by NOAA (funds were transferred to the University of Michigan). She “did everything”—worked with the new research collection, developed outreach and education materials, developed a small boat-building program. The NOAA Great Lakes Research Center also had several graduate students apply, although the program under which the undergrad came in was for undergrads only. In 2004, they hope to have two such interns; they are receiving applications; interns pay their own living costs.

This summer two professors will run a Field School with 20 students (mostly grad students at the Master’s level) from East Carolina University. The Sanctuary will not pay for any of their time but will try to provide a little support for their housing. The Sanctuary archaeologist will work with them. The Sanctuary determines the projects they will pursue. Thunder Bay has been contacted by others wanting to do something similar.

The Sanctuary came close to having a senior scientist on sabbatical with students come last summer to work on two book projects; it didn’t work out because he wasn’t as far along on his books as he thought he would be. This group would have been self-funded.

They have worked with an amateur group on shipwrecks; he finds that there are skilled people in some of these groups but that they need leadership from the Sanctuary. They hope to keep branching out in the use of interns and grad students; there are possibilities of working with library sciences on the Research Collection, with film schools on documentaries. The Sanctuary did a film but used paid grad students hired by the filmmaker.